

## Guidance Note for the Built Environment Performance Plan (BEPP) 2017/18 – 2019/20

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| <b>Title:</b>   | Built Environment Performance Plans (BEPPs) Guidance Note for 2017/18 – 2019/20.  |
| <b>Purpose:</b>   | <p>To guide metropolitan municipalities in the preparation of their BEPPs 2017/18– 2019/20 in terms of the annual Division of Revenue Act (DORA) as it relates to:</p> <ul style="list-style-type: none"> <li>a) Built environment outcomes indicators and targets</li> <li>b) Strategic alignment with legislated planning and budgeting requirements for local government and other spheres of government</li> <li>c) Progressive improvements to minimum content and information requirements</li> <li>d) Compliance with associated grant allocation and management requirements</li> </ul> |
| <b>Target Audience:</b>   | The primary target audience is metropolitan municipalities. A secondary target audience is relevant national and provincial departments and public entities with investment programmes in metropolitan areas.   |
| <p>This BEPP Guidance Note for 2017/18 – 2019/20 must be read together with:-</p> <ol style="list-style-type: none"> <li>1. The Division of Revenue Act ( of 2016) and, when enacted, the Division of Revenue Act (2017), including the grant frameworks, policy related policy documents or guidelines associated with the Integrated City Development Grant (ICDG), the Urban Settlements Development Grant (USDG), the Public Transport Infrastructure Grant (PTIG), the Neighbourhood Development Partnership Grant (NDPG), the Integrated National Electrification Grant (INEP), and the Human Settlements Development Grant (HSDG)</li> <li>2. The Annual Budget Circulars issued in terms of the MFMA, 2003</li> <li>3. Guidance Notes, toolkits and other relevant documents relating the Neighbourhood Development Programme, <a href="http://ndp.treasury.gov.za">http://ndp.treasury.gov.za</a><br/>Toolbox developed for the metropolitan municipalities by the Cities Support Programme, <a href="#">BEPP Guidelines 2017/18 MTREF Toolbox</a></li> <li>4. Planning and Assessment Guidelines for Informal Settlement Upgrading <a href="#">BEPP Guidelines 2017/18 MTREF Toolbox</a> and the NUSP Toolkit – <a href="http://www.upgradingsupport.org">www.upgradingsupport.org</a> from the Department of Human Settlements.</li> </ol> |   |

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### List of Acronyms

|       |  |        |   |
|-------|--|--------|---|
| AFS   | Annual Financial Statements                    | ICDG   | Integrated City Development Grant                 |
| AG    | Auditor General                                | INEP   | Integrated National Electrification Grant         |
| BEPM  | Built Environment Progression Model            | SDBIP  | Service Delivery and Budget Implementation Plans  |
| BEPP  | Built Environment Performance Plan             | MSDF   | Metropolitan Spatial Development Framework        |
| BEVC  | Built Environment Value Chain                  | MTREF  | Medium Term Revenue and Expenditure Framework     |
| CBF   | City Budget Forum                              | NDPG   | Neighbourhood Development Partnership Grant       |
| CIDMS | City Infrastructure Delivery Management System | PPF    | Project Preparation Facility                      |
| CIF   | Capital Investment Framework                   | PTIG   | Public Transport Infrastructure Grant             |
| CSIP  | Capacity Support Implementation Plan           | SPLUMA | Spatial Planning and Land Use Management Act 2013 |
| CSP   | Cities Support Programme                       | TOD    | Transit-Oriented Development                      |
| DORA  | Division of Revenue                            | UNS    | Urban Network Strategy                            |
| HSDG  | Human Settlements Development Grant            | USDG   | Urban Settlements Development Grant               |

## Terminology

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|---|--|
| <b>Transit-oriented development (TOD)</b>       | TOD directs public and private investment to areas of maximum public access in a city, doing it in a way that creates liveable environments. In the context of the BEPP, included in TOD would be spatially targeted areas. TOD is designed to maximize access to rapid/frequent public transport and encourage ridership. The symbiotic relationship between land use, built form and public transport lies at its core. From a transport perspective TOD is focussed on promoting sustainable public transport while minimising the travel mode share of private motor vehicles and the negative externalities of this mode including reduced rates of private car parking. From a spatial development perspective the focus is on mixed land use and increased residential densities in an improved public environment (high quality public spaces and streets, which are pedestrian and cyclist friendly) with high pedestrian accessibility within 500 metres to transit stations/TOD precinct.   |
| <b>Integrated planning</b>                      | Integrated planning refers to the co-operation of different sector department, different spheres of government, parastatals and the private sector in order to achieve publicly participated and accepted development outcomes.  |
| <b>Land Value Capture (LVC)</b>                 | A policy and regulatory mechanism that allows a public entity to “capture” a portion of the increased value (direct or indirect) of land resulting from either investment in infrastructure or the allocation of use rights by the public sector.  |
| <b>Intensification</b>                          | Achieving a greater spectrum of land uses (commercial, industrial, residential or social) through the increased use of space, both horizontally and vertically, within existing areas or properties and new developments, achieved by an increased number of units and/or population thresholds.   |
| <b>Mixed Land Use</b>                           | A mix of land uses or achieving greater spectrum of land uses. More specifically it relates to an area of existing or proposed horizontal and/or vertical integration of suitable and compatible residential and non-residential land uses within the same area or on the same parcel of land; implies contextually appropriate intensity of land uses that should facilitate efficient public transport and a vibrant local urban environment.  |
| <b>Densification</b>                            | Increased use of space, both horizontally and vertically, within existing areas/properties and new developments, accompanied by an increased number of units and/or population threshold.  |
| <b>Marginalised areas</b>                       | Marginalised areas are areas that are in decline and/or where people are deprived. These are areas that are typically not the focus of the private sector developers and will thus require some kind of intervention from government to start with if it is to be turned around.   |
| <b>Spatial planning and land use management</b> | <p>The following definitions are the same definitions used in SPLUMA Act 16 of 2013.</p> <p>“Land” means any erf, agricultural holding or farm portion, and includes any improvement or building on the land and any real right in land;</p> <p>“Land development” means the erection of buildings or structures on land, or the change of use of land, including township establishment, the subdivision or consolidation of land or any deviation from the land use or uses permitted in terms of an applicable land use scheme.</p> <p>“Land use” means the purpose for which land is or may be used lawfully in terms of a land use scheme, existing scheme or in terms of any other authorisation, permit or consent issued by a competent authority, and includes any conditions related to such land use purposes.</p> <p>“Land use management system” means the system of regulating and managing land use and conferring land use rights through the use of schemes and land development procedures;</p> <p>“Spatial development framework” means a spatial development framework referred to in Chapter 4 of SPLUMA;</p> |

|   |   |
|---|---|
|   | <p>“Zone” means a defined category of land use which is shown on the zoning map of a land use scheme. (not the same as Integration Zone as in UNS)</p> <p>The spatial planning system consists of the following components:</p> <ul style="list-style-type: none"> <li>(a) Spatial development frameworks to be prepared and adopted by national, provincial and municipal spheres of government;</li> <li>(b) Development principles, norms and standards that must guide spatial planning, land use management and land development;</li> <li>(c) The management and facilitation of land use contemplated in Chapter 5 of SPLUMA through the mechanism of land use schemes; and</li> <li>(d) Procedures and processes for the preparation, submission and consideration of land development applications and related processes as provided for in Chapter 6 of SPLUMA and provincial legislation.</li> </ul> <p>A municipal spatial development framework must assist in integrating, coordinating, aligning and expressing development policies and plans emanating from the various sectors of the spheres of government as they apply within the municipal area. Spatial development frameworks must outline specific arrangements for prioritising, mobilising, sequencing and implementing public and private infrastructural and land development investment in the priority spatial structuring areas identified in spatial development frameworks.</p> |
| <b>Human Settlements Development</b>        | <p>The Department of Human Settlements defines a human settlements as a developed and/or developing human community in a city, town or village – with all the social, material, economic, organisational, spiritual and cultural elements that sustains human life. Human settlement development refers to the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities within a space and/or areas providing for economic opportunities, health, educational and social amenities in which all citizens and permanent residents of the Republic, within a municipal space will, on a progressive basis, have access to permanent residential structures with secure tenure, internal and external privacy and providing adequate protection against the elements; and potable water, adequate sanitation facilities and domestic energy supply.</p>  |
| <b>Integration Zone (IZ)</b>                | <p>The Urban Network consists of a number of Integration Zones. Each zone is a spatially targeted, city or city region-wide TOD network aimed at spatial transformation. Each zone consists of a transit spine and a number of intermediate nodes and linkages. The transit spine consists of two anchors connected via mass public transport (rail/bus), e.g. the CBD and an “urban hub” (township node with the best investment potential). It can also comprise of the CBD and another primary metropolitan business node. Between the two Integration Zone anchors are a limited number of Integration Zone intermediate nodes that are strategically located at key intersections connecting to marginalised residential areas (informal settlements) and employment nodes (commercial and industrial nodes) via feeder routes (taxis). The Urban Hub connects to secondary townships nodes within the marginalized peripheral township.</p>   |
| <b>Intergovernmental Project Pipeline</b>   | <p>The intergovernmental project pipeline consists of both catalytic and standard projects (not all projects, only that of a strategic/priority nature) within the metropolitan space whether it is a project of the national, provincial or metropolitan government, or that of a public entity. The main purpose of the pipeline is for it to incorporate projects from all spheres and entities to prioritise collective public investment in particular spaces. The format/template is outlined in Annexure 2. Please cross-reference with Catalytic Projects below.</p>  |
| <b>Catalytic Urban Development Projects</b> | <p>The definition of catalytic urban development projects remains as that provided in the BEPP Guidelines for 2015/16 MTREF as land development initiatives that:-</p> <ul style="list-style-type: none"> <li>a) Are integrated, that is mixed and intensified land uses where the residential land use caters for people across various income bands and at increased densities that better support the viability of public transport systems;</li> </ul>  |

- b) Are strategically located within integration zones in metropolitan municipalities; and are game changers in that the nature and scope of the projects are likely to have significant impact on spatial form.
- c) Require major infrastructure investment;
- d) Require a blend of finance where a mix of public funds is able to leverage private sector investment as well as unlock household investment;
- e) Require specific skills across a number of professions and have multiple stakeholders.

Catalytic Projects are priority projects in the intergovernmental project pipeline in the format outlined in Annexure 2 of this Guideline

#### **Informal Settlement**

The National Upgrading of Informal Settlements Programme refers to two UN-Habitat definitions of Informal Settlements.

An 'Informal Settlement' exists where housing has been created in an urban or peri-urban location without official approval. Informal settlements may contain a few dwellings or thousands of them, and are generally characterised by inadequate infrastructure, poor access to basic services, unsuitable environments, uncontrolled and unhealthy population densities, inadequate dwellings, poor access to health and education facilities and lack of effective administration by the municipality. (NUSP 2013, taken from UISP Consolidation Document-2014).

Another definition in use which is similar to the above is: "Residential areas where 1) inhabitants have no security of tenure vis-à-vis the land or dwellings they inhabit, with modalities ranging from squatting to informal rental housing, 2) the neighbourhoods usually lack, or are cut off from, basic services and city infrastructure and 3) the housing may not comply with current planning and building regulations, and is often situated in geographically and environmentally hazardous areas". The UN-Habitat (2015).

#### **Economic/Employment Node**

Employment or economic nodes are localised urban agglomeration economies with the highest number of jobs per unit of area (job densities). They are the primary urban destinations and therefore are mostly located on major transit routes and accessible via a variety of transport modes. In terms of land use, employment nodes can either be mixed – a cluster of office, retail, industrial, community and residential land uses; or uniform - homogenous land uses such as industrial or office complexes. Building heights and land coverage in economic nodes are much higher compared to average urban places. In terms of life cycle stage, they can be segmented into emerging (township nodes or urban hubs), established (decentralised commercial nodes) and declining nodes (CBDs). Size and catchment area of economic nodes are characterised into a descending hierarchy, e.g. Regional, CBD, Metropolitan, Suburban and Neighbourhood.

# 1. INTRODUCTION

The recent economic and fiscal context required a response that included bold, new approaches to planning, programme preparation and financing, as well as implementation. The imperative for far deeper and more productive partnerships with investors, developers and households has become even more important now under current economic and fiscal realities. This is particularly so because urban spaces are a co-product of the interventions of government, firms and households. The BEPP is a response to the challenge of urban spatial restructuring, a sharpening of existing planning tools to achieve the built environment outcomes of more productive, sustainable, inclusive and well governed cities and contribute to the impact of reducing poverty and inequality and enabling faster more inclusive urban economic growth.

The Minister of Finance has repeatedly emphasized the need to move beyond planning intentions to urgently prepare and implement practical programmes that can address structural and spatial constraints to urban economic growth. While these programmes need careful planning, their intentions will not be realised without the preparation of a tangible portfolio of public investment projects, and accompanying regulatory reforms that can provide the foundation for practical partnerships with the private sector.

The requirement for all metropolitan municipalities to develop an annual BEPP is a cornerstone of the support provided by national government to drive the identification, preparation, implementation and management of the programmes and projects necessary to achieve these objectives. To date, the BEPP has supported municipalities to clarify their spatial and development planning visions, and assisted them to initiate practical programming and preparation of investment programmes and regulatory reforms to progressively and measurably realise this vision. It has been accompanied by the development of a range of toolkits and technical assistance initiatives, alongside fiscal and regulatory reforms intended to ease constraints to programme and project preparation and implementation. As the BEPP system evolves, greater emphasis is thus placed on institutional and financial arrangements necessary for accelerated programme implementation.

**The focus for the Built Environment Performance Plans (BEPPs) for the 2017/18 MTREF is to strengthen the overall application of the Built Environment Value Chain (BEVC) through:-**

- a. Clarifying development objectives, strategies and targets relative to agreed productivity, inclusion and sustainability outcomes**
- b. Consolidating *spatial planning, project preparation and prioritisation* via transit-oriented development plans and programmes in prioritised integration zones**
- c. Establishing an actionable *intergovernmental project pipeline* of catalytic projects via a portfolio management and project preparation tools**
- d. Clarifying long term financing policies and strategies for sustainable *capital financing* of the intergovernmental project pipeline**

These focus areas are not new, and address the findings of the evaluation of the 2016/17 BEPPs. They are designed to refine and consolidate planning alignment, and accelerate the preparation and implementation of associated programmes and projects.

The BEPP Guidelines for the 2014/15 MTREF focused on introducing and establishing the BEPPs as instrument of the ICDG and other built environment grants with emphasis on spatial planning and the identification of Integration Zones using the Urban Network Strategy. The BEPP Guidelines for the 2015/16 MTREF focused on refining, enhancing and consolidating the spatial planning introduced in 2014/15 by providing greater clarity on the urban network elements and catalytic projects. There was closer alignment between the BEPP and Budgeting processes in this second cycle. The Supplementary Note to the Guidelines for the BEPPs issued in March 2015 was an effort to get further clarity on catalytic projects details. The BEPP Guidelines for the 2016/17 MTREF provided clarity on prioritising Integration Zones, project preparation, and intergovernmental planning, and urban management. All the BEPP Guidelines are available in the CSP Toolkit for BEPPs.

## 2. BACKGROUND

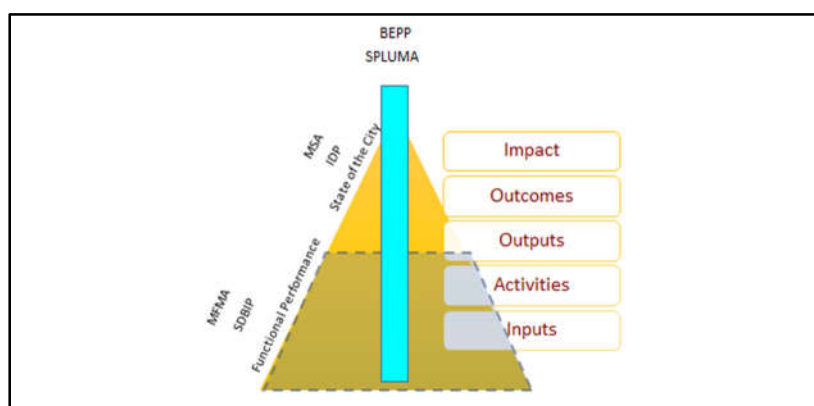
### 2.1 The purpose and role of the BEPP

The Guidelines for the BEPPs 2016/17 MTREF was used by all metropolitan municipalities to provide strategic direction in the formulation of their BEPPs. The Guidelines for the BEPPs 2016/17 MTREF were issued on 20 October 2015 after the Annual Evaluation Workshop on 13 August 2015. This was followed up by a workshop on the Draft Guidelines on 18 September 2015. Draft BEPPs for the 2016/17 MTREF were received by National Treasury on 3 November 2015 and final Council-approved BEPPs were received by 31 May 2016. The Draft BEPPs were used as part of the Mid-Year Budget and BEPP Reviews during Jan-March 2016 whilst the final Council-approved BEPPs were used for the Annual Evaluation of BEPPs. All the BEPPs are easily accessible on the National Treasury web site.<sup>1</sup> This has led into the development of the next set of BEPP Guidelines for the 2017/18 MTREF.

The BEPP is a planning tool that aligns and sharpens the focus of existing planning instruments to reduce poverty and inequality and enable faster more inclusive urban economic growth. It focusses on measurable improvements to urban productivity, inclusivity and sustainability through targeting a restructuring of the urban built environment through public investment programmes and regulatory reforms.

The Municipal Systems Act set out the requirements for the IDPs. The IDPs covers functional and institutional planning, as well as the Spatial Development Framework as regulated by SPLUMA. The Budget and SDBIP are requirements of the MFMA. The linkages between the planning and budgeting frameworks are generally weak; and the results of the planning and budgeting seldom yields the outcomes and/or impacts that we seek as a nation or at the city level. Furthermore, planning, budgeting, monitoring and reporting frameworks generally focus on inputs, activities and outputs rather than outcomes and impacts. Therefore if outcomes and impacts are to be pursued, the planning approach and related planning, budgeting, monitoring and reporting frameworks need to be designed to achieve this.

The BEPP is a response to the challenge of misalignment of planning and the weak linkage between monitoring, planning and budgeting frameworks. It should be noted that the BEPP is intended to contribute to and enhance existing statutory planning instruments and that it does not duplicate or replace them, and SPLUMA provides enabling legislation for the BEPP (see Diagram 1). The MFMA and SDBIP generally focus on activities and outputs related to functional performance while the IDP and MSA focus on outputs, outcomes and impact or the sum of the parts or the general state of the city. The BEPP, using SPLUMA (legislative mandate) seeks to strengthen the results-based system outlined in Diagram 1 to be more outcomes focused. The BEPP is a practical instrument for planning reform focussing on the role of spatial planning in improving the socio-economic conditions in metropolitan municipalities.



**Diagram 1: BEPP in relation to Statutory Planning Instruments**

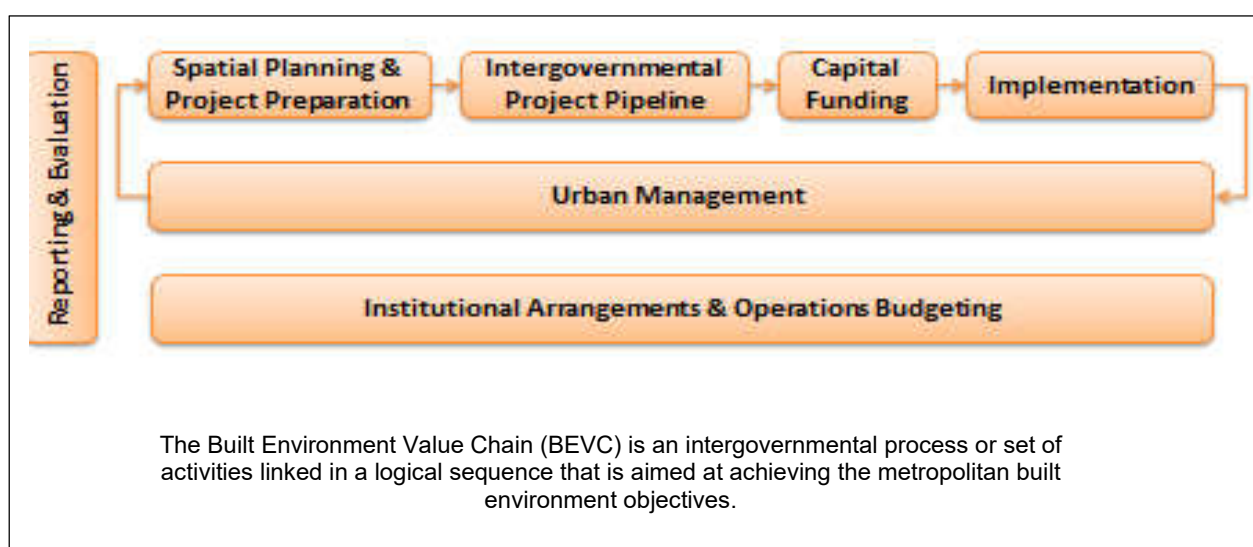
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<sup>1</sup> BEPPs on the National Treasury web site: [All Draft and Council Approved BEPPs](#)

Integrated City Development Grant (ICDG). The ICDG is an incentive grant that rewards the application of infrastructure grants, as part of the total capital budget, toward catalysing spatial transformation through a spatial targeting approach at a sub-metropolitan level. The BEPP is thus also an instrument for compliance and submission purposes for the infrastructure grants referred to on page 1.

## 2.2 The spatial planning method of the BEPP

The spatial planning method adopted by the BEPP is based on integrated, transit-oriented development as articulated in the Urban Network Strategy. Three key concepts are critical to this approach, which are encapsulated in the concept of the Built Environment Value Chain (BEVC), namely: (i) Outcomes-led planning; (ii) Planning, Preparation and Prioritisation; and (iii) Progression. The BEVC (see Diagram 2, below) is an intergovernmental process aimed at achieving the built environment objectives in metropolitan municipalities. The BEVC activities are linked together in a logical sequence, and form part of a cyclical process.



**Diagram 2: Built Environment Value Chain (BEVC)**

### Outcomes-led planning

The BEPP planning process is “outcome-led” in that it responds to agreed indicators and targets for improved built environment performance. These require that metropolitan municipalities are well-governed and cities become more compact, inclusive, productive and sustainable. All the BEPPs have consistently required effort from metropolitan municipalities to adopt a results-based approach in terms of a specific intervention logic (BEVC) and to be guided by a specific planning method that requires a behavioural change at the institutional level. Committing to how we measure results is intrinsic to the BEPP approach.

Built environment performance will be assessed through **reporting and evaluation** of urban transformation outcome indicators. These indicators are subject to ongoing refinement, as part of broader reforms to the reporting system being introduced by the National Treasury. A set of five outcome areas, together with general results statements and associated indicators to measure performance against them, have been defined and are presented in Table1. These assist in augmenting and complementing existing city plans as articulated in their Growth and Development Strategies and Integrated Development Plans.

**Table 1: Integrated Outcome Areas and Results Statements**

| Integrated Outcome Area          | Result Statement  |
|----------------------------------|---|
| Well-governed city               | Vision and leadership to initiate and drive spatial restructuring                   |
|                                  | Capability to plan, facilitate, deliver and manage urban spatial transformation     |
|                                  | Partnering with citizens, civil society, private and public sectors                 |
|                                  | Delivery of catalytic projects in spatially targeted areas                          |
| Inclusive city                   | New housing options with social diversity   |
|                                  | Affordable and efficient public transport services                                  |
|                                  | Integrated public transport system that is used by the majority of city inhabitants |
|                                  | Social facilities and services  |
| Productive cities                | Growing city economies  |
|                                  | Increased city productivity   |
|                                  | Decoupling of non-renewable energy inputs from economic growth                      |
| Environmentally sustainable city | Integrity of ecosystems   |
|                                  | Climate mitigation and adaptation   |
|                                  | Sustainable resource utilisation  |

## Planning, Preparation and Prioritisation

Built environment planning is based on a spatial targeting approach as recommended in the National Development Plan. The product of the planning approach is the identification and planning of Integration Zones that include an **intergovernmental project pipeline** (catalytic metropolitan, provincial, national and State Owned Companies (SOCs) urban development projects) within the following targeted spaces:

- Urban networks, including Integration Zones and Integration Zone TOD precincts prioritised via the Urban Networks Strategy
- Marginalised areas (Informal settlements, townships and inner city areas)
- Growth nodes (commercial and industrial nodes)

These three areas of spatial planning are not meant to be exclusionary, but to provide a hierarchy of space where investment in the spaces contribute to spatial transformation.

The planning of spatially targeted areas should lead to the identification of catalytic projects which should contribute to transforming our metropolitan municipalities to be well-governed, compact, inclusive, productive and sustainable. The prioritisation of particular areas is intended to provide a hierarchy of space where investment will contribute to spatial transformation optimising limited resources. It is not intended to exclude allocation of resources to other areas.

Selected projects in the pipeline, i.e. non-standard, complex projects in terms of planning, design, funding, external financing, and operations need to follow a **rigorous project preparation approach**. It is important to ensure that these projects are designed from the outset with feasible and documented concepts, viable project funding structures (financial closure), effective implementation and operational modalities and to collectively contribute to outcomes and thus impacts.

This planning approach should clearly influence the allocation of **capital funding** where spatially targeted areas become the focus for the planning, coordination and sequencing of public investment from all spheres including State Owned Companies. Spatial priorities will not take up the total capital budget, but it should be a significant proportion of the capital budget given the potential of the projects to catalyse spatial transformation. The capital budget mix should also include allocations for infrastructure upgrades and refurbishments and include all statutory requirements of the MFMA Regulations.

A strong and direct link between planning and budgeting frameworks that influences the allocation of the capital budget to the intergovernmental project pipeline should result in project **implementation**.

The effective implementation of projects depends on the delivery capacity of the metropolitan municipality, the construction industry and developers. The implementation of catalytic projects that are funded by the public and private sector and the operational management of public spaces in targeted TOD precincts requires a specific type of partnership-based **urban management** approach. Urban management also refers to the planning regulatory functions of the city that can either impede or facilitate development.

All of the above BEVC activities require suitable **institutional arrangements** that contribute to outcomes based city efficiency. In other words good governance and capacity is critical institutionally.

The successful implementation of BEPPs relies on the effectiveness of project implementation, especially the catalytic projects which should transform the way in which city inhabitants experience the city. Sustained implementation and urban management should result in improved service delivery and spatial transformation that positively contributes to inclusive economic growth and the reduction of poverty and inequality over the long term. The improvements to the performance of the built environment should be measurable and tangible.

### **BEPP Evaluation**

The evaluation of the 2015/16 BEPP cycle identified issues of uneven quality and procedural rigour between metropolitan municipalities. An **evaluation framework** has thus been introduced to monitor the maturity and ongoing development of individual metropolitan municipalities. The Evaluation Framework enables a city to progress in terms of its capacities and capabilities, and encourages clear accountability for the ongoing strengthening of the BEPP process and outputs over time. The Evaluation Framework informs a more nuanced and responsive approach to providing support and incentives for progressive improvement of the BEPPs.

### **Planning and regulatory reforms**

The introduction of the BEPPs in 2014/15 and the experience thus far indicates that a level of reform is required in respect of the planning approach (process and plans) as well as implementation arrangements that deliver and manage infrastructure investment in the built environment. There is clear indication that planning reforms require concomitant changes in some sector policies and regulations, not only in development and spatial planning, but also in fiscal and financial frameworks as well as Monitoring and Reporting frameworks. Initiatives to address these issues are underway, and metropolitan municipalities will be kept updated on progress through the City Budget Forum (CBF).

## **3. CONTENT GUIDELINES FOR THE 2017/18 BEPP**

This section outlines the content requirements for the 2017/18 BEPP, including their rationale, specific requirements and expectations for Draft and Final BEPPs, and complementary support instruments and tools that are available to metropolitan municipalities. This content guidance is drawn from the findings of the evaluation of the 2016/17 BEPPs.

The focus areas for the 2017/18 BEPPs are summarised in Section 1, above.

### **3.1 Clarifying outcomes**

The 2016/17 BEPPs revealed ongoing challenges with the alignment of strategies and plans to desired built environment outcomes, and between infrastructure sectors.

#### **3.1.1 Adoption and measurement of built environment outcomes indicators**

All metropolitan municipalities have participated in extensive work to identify and measure a consolidated set of built environment outcome indicators, as outlined in section 2. These indicators reflect a reasonable set of comparable measurements for a progressive improvement in the performance of the urban built environment, on which measurable targets can be established. These targets serve to both guide planning, as well as to monitor and evaluate progress.

The 2016/17 BEPP guidelines encouraged the initial population of baseline data and the establishment of associated targets for each outcome indicator. Only three metropolitan municipalities managed to respond comprehensively in their final BEPP submissions.

The list of outcome indicators for inclusion in the BEPPs for the 2017/18 MTREF (Annexure 1) has been significantly reduced in number and changed in content where required. This was as a result of extensive comments by the cities culminating in some final modifications following the BEPP workshop held on 28 September 2016. The indicators comprise a mix of those that must be reported on by cities themselves (referred to as city reported integrated outcomes) and those that will be sourced from national data sets and provided to the cities (referred to as nationally reported indicators). It should be noted, however, that targets need to be set for indicators that are reported by the cities themselves and those reported from national sources. It is understood that not all cities will be able to report on these indicators immediately. Where this is the case, cities are required to report on the approach and timelines for completing these in their submissions.

### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|   |   |
|---|---|
| Draft BEPP  | <ul style="list-style-type: none"> <li>a) Baseline data for city reported integrated outcome indicators (WG7, WG8, WG13, IC1, IC2, IC3, IC6 and IC7)</li> <li>b) Performance against targets for city reported integrated outcome indicators for 2016/17</li> <li>c) Suggested (working) targets for the city reported integrated outcome indicators</li> <li>d) If required, the proposed approach and timelines for the population of outstanding indicators and targets for each year until 2019/20</li> </ul>   |
| Approved BEPP                                     | <ul style="list-style-type: none"> <li>a) Baseline data for city reported integrated outcome indicators (WG7, WG8, WG13, IC1, IC2, IC3, IC6 and IC7)</li> <li>b) Performance against targets for city reported integrated outcome indicators 2016/17</li> <li>c) Targets for city reported integrated outcome indicators ((WG7, WG8, WG13, IC1, IC2, IC3, IC5, IC6 and IC7) and national integrated outcome indicators (WG10, WG11, IC9, IC10, IC11, PC1 and PC2, SC4, SC5, SC6 and SC7)</li> <li>d) If required, the proposed approach and timelines for the population of outstanding indicators and targets for remaining indicators for each year until 2019/20</li> <li>e) Reporting / submission arrangements for indicators</li> </ul> |
| The content will appear as section H of the BEPP. |   |

### **Available Tools and Support**

The Framework, principles and criteria for indicators is a document identified a consistent set of parameters or “rules of the game.” This provides a context for the ongoing work on the built environment outcome indicators and may be accessed via CSP Tool Box for BEPPs:

[BEPP Guidelines 2017/18 MTREF Toolbox](#)

The technical specifications per integrated outcome indicator definitions are provided in the BEPP Tool Box: [BEPP Guidelines 2017/18 MTREF Toolbox](#)

Support to metropolitan municipalities on the integrated outcome indicators will be provided during November 2016 through January 2017 in preparation for the Draft BEPP submissions in March 2017. Data for the nationally reported indicators will be populated and provided to cities by 30 November 2016, and individual sessions with metropolitan municipalities, assessed on their request during November 2016 – January 2017.

### **3.1.2 Prioritising economic development**

Economic development issues were generally not adequately covered in the 2016/17 BEPPs. This should be addressed in the 2017/18 BEPPs, based on the understanding that promoting the city

economy involves transversal (inter-departmental) action across (at least) six dimensions, in a focussed manner that contributes to spatial transformation. These are:

- a) *Infrastructure services that support economic activities*: Transformation of the city spatial form requires that infrastructure services for economic development are provided and maintained especially in integration zones, and near growth nodes and informal settlements. The BEPP should therefore contain an account of initiatives to ensure that infrastructure services to support economic activities are created and maintained in integration zones, for growth nodes and for informal settlements.
- b) *Good regulatory and administrative performance*: Transformation of the city spatial form requires that regulatory and administrative controls favour integration zones, growth nodes and informal settlements. The BEPP should therefore outline the initiatives to ensure that regulatory and administrative controls favour integration zones, growth poles and informal settlements.
- c) *The promotion and nurturing of private investment*: Transformation of the city spatial form requires that investment promotion activities encourage and sustain investment and job creation in integration zones and near growth nodes and informal settlements. The BEPP should therefore outline the initiatives to ensure that investment promotion activities encourage and sustain investments in these areas.
- d) *Specific economic development initiatives*: Transformation of the city spatial form requires economic development initiatives that are well-considered and will have a positive spatial impact. The BEPP should therefore list the economic development initiatives that are being implemented, describe why they were chosen above other possibilities, and specify the expected economic impact (value added and jobs created) and spatial impact (where the jobs will be created, and how this will improve city spatial form).
- e) *Implementation partnerships with the private sector*: Transformation of the city spatial form requires adopting a partnering approach. The BEPP should contain an account of all partnering initiatives involving the private sector, the purpose and intention of the partnerships, and specify the expected economic impact (value added and jobs created) and spatial impact (where the jobs will be created, and how this will improve city spatial form).
- f) *Intergovernmental co-ordination of services and initiatives*: Transformation of the city spatial form requires close inter-governmental co-ordination. The BEPP should therefore contain an account of all initiatives and programmes involving co-ordinating with the relevant national and provincial departments and agencies (DTI, PRASA, PORTNET, DHS, DoT, DED, provincial education, provincial health, etc.) and specify the intended economic impact (value added and jobs created) and spatial impact (where the jobs will be created, and how this will improve city spatial form).

### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|  |  |
|--|--|
| <b>Draft BEPP</b>  | a) Incorporate updated data on economic performance and demographic shifts<br>b) Incorporate disaggregated economic data – established/emerging/declining economic nodes at a sub-metropolitan level<br>c) Mapping of established/emerging/declining economic nodes in relation to Integration Zones<br>All of the above is to be put into Section F1 of the BEPP. |
| <b>Approved BEPP</b>                                       | a) Provide analysis and mapping of data listed above.<br>All of the above is to be put into Section F1 of the BEPP.  |
| The content required will appear in Sections F of the BEPP |  |

### **Available Tools and Support**

Metropolitan municipalities will be assisted to reach the standard expected in the BEPP for the 2018/19 MTREF by means of a course to be offered by the National Treasury to city economic development practitioners to make better contributions to their city BEPPs in terms of the minimum expectations outlined above. This course will be offered in late 2016 or early 2017.

The Economies of Regions Learning Network (ERLN) brings together economic development practitioners in all spheres of government in a spirit of enquiry and cooperation to strengthen their agency as leaders in the regional economic development arena. [www.erln.co.za](http://www.erln.co.za)

The Economic Areas Management Programme ('ECAMP') is a ground-breaking research and policy support initiative which tracks and routinely assesses the market performance and long-term growth potential of over seventy business precincts across the metropolitan region in Cape Town: on this basis.

### 3.1.3 Institutionalisation of BEPP into MSDF and IDP

The BEPP was introduced as a tool for change, to address the weaknesses of the existing planning and budgeting frameworks in producing tangible developmental outcomes. It has assisted metropolitan municipalities to crystalize and programme their spatial transformation agenda. The new term of office for local government 2016/17 – 2020/21 requires the review of the past performance (2011/12-2016/17) to inform the IDP and Budget for 2016/17 – 2021/22. The opportunity now exists for the BEPP approach and results to be included in the new planning and budgeting frameworks.

#### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|   |   |
|---|---|
| <b>Draft BEPP</b>   | a) Detailed process map and timelines for preparation of the 2016/17-2020-21 IDP and MSDF provided<br>b) Outline of key objectives of the IDP and MSDF review, including synchronisation of content with the BEPP   |
| <b>Approved BEPP</b>  | a) Confirmation that the BEPP method and results are incorporated into the 2016/17-2020-21 IDP, MSDF and Budget<br>b) Table presenting key areas of alignment between the 2016/17-2020-21 BEPP, IDP and MSDF including Urban Network Strategy elements and project pipelines. |
| The BEPP method will be part of the content of Section A of the BEPP, and the results of the BEPP method will be in Section B1 of the BEPP. |   |

#### **Available Tools and Support**

COGTA will report on the IUDF Implementation Plan to Cabinet in the latter half of 2016. This will include recommendations from the Planning Alignment Task Team of the CBF, on the adoption of the BEPP approach and relationship to IDPs and Budgets for 2017/18 – 2021/22.

DRDLR are in the process of formulating guidelines, norms and standards and other implementation arrangements for SPLUMA. DRDLR will provide support to metropolitan municipalities to use SPLUMA to incorporate the spatially targeted areas into their MSDF, IDPs and other relevant statutory plans. DRDLR intend to use the BEPP Guidelines as Guidelines for the MSDF in terms of SPLUMA.

#### **Available Tools and Support**

National Treasury has begun to incorporate a spatial perspective into the national budget process to improve coordination and alignment of public sector capital expenditure planning in large urban areas. In the short term, this will focus on improving disclosure of investment plans across spheres of government and state owned enterprises.

## 3.2 Spatial planning and project preparation

The evaluation of the 2016/17 BEPP confirmed the progress made in developing transit-oriented planning, through the identification of urban network elements including prioritised integration zones. The evaluation highlighted the need to deepen the alignment of transit-oriented development plans and programmes in prioritised integration zones. At a city wide level, this includes: (i) the confirmation of the urban network, and of prioritised integration zones, (ii) the high level prioritisation of economic nodes and marginalised areas; and (ii) the alignment of sector plans to this strategy, particularly in human settlements and public transport. At a zonal level, this includes the prioritisation of zonal plans, programmes, projects and interventions. For prioritised TOD precincts within zones, this includes the development of precinct plans, project and interventions. All of this is illustrated in Diagram 3 - each of the outputs illustrated in the intergovernmental project pipeline is intended to achieve specific outcomes that can be measured in terms of the applicable built environment indicators.

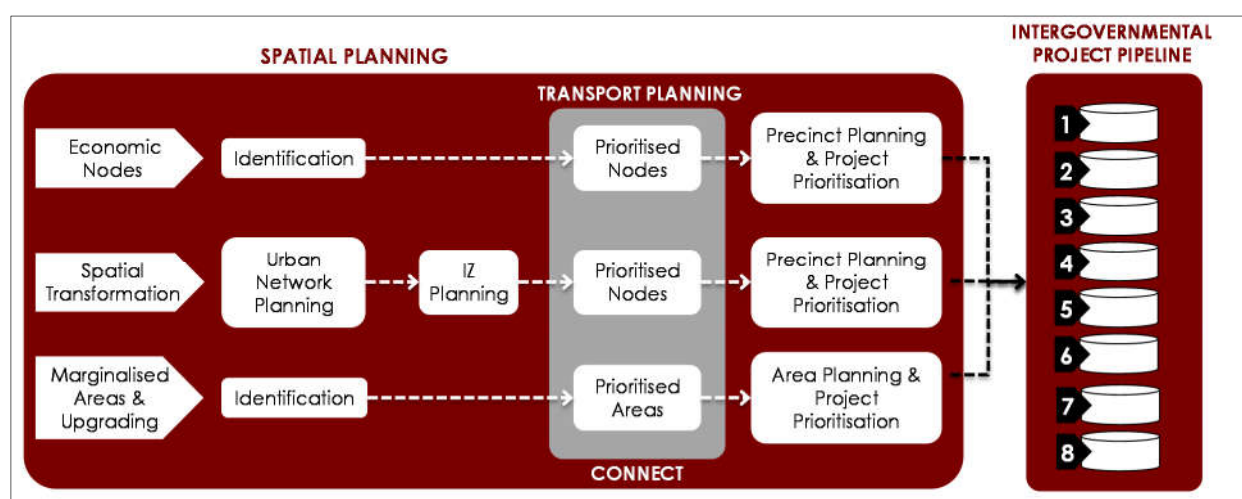
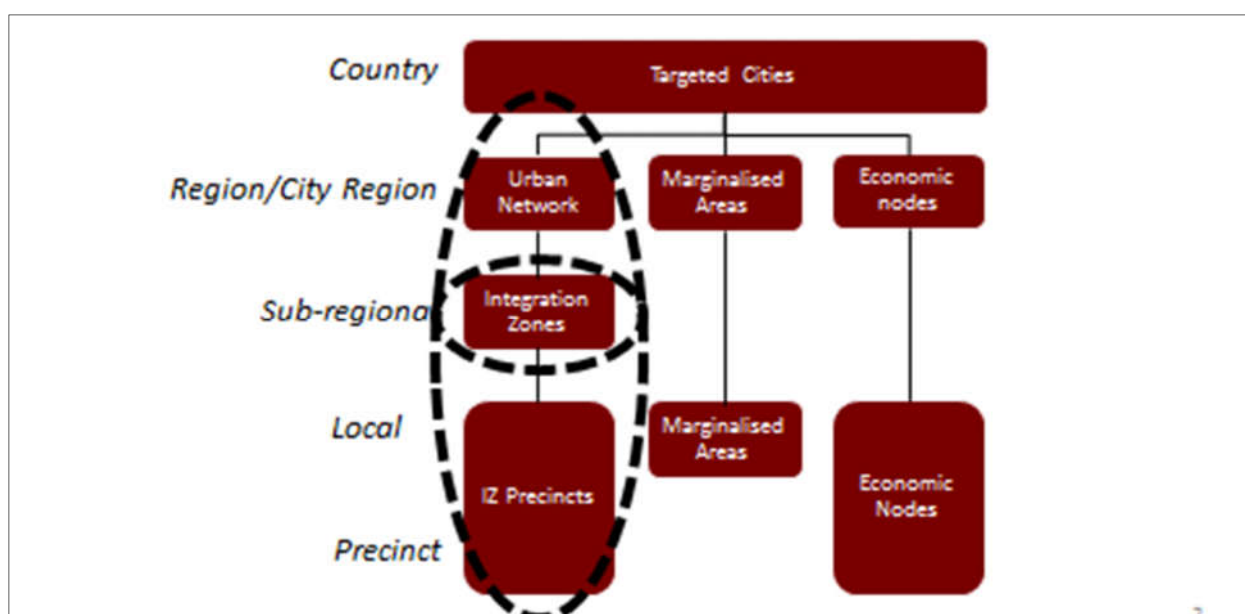


Diagram 3: The Outputs of Spatial Targeting

### 3.2.1 Finalising urban network and Integration Zone planning and prioritisation

Most metropolitan municipalities have made significant progress with identifying Integration Zones in terms of the Urban Network Strategy. However the prioritization and subsequent planning of the integration zone and precincts was identified as an area of weakness in most BEPPs and this year further guidance is provided on these two aspects of planning.

Spatial targeting within the Urban Network Strategy occurs within a hierarchy (or scales) as well as for different types of settlements. The identification and planning of Integration Zones themselves are done at the city level as are marginalised areas, informal settlements and economic nodes. This does not imply that spatial targeting now covers all space with the metropolitan jurisdiction, but that Integration Zones form the core prioritised areas that link to the primary township hubs, key informal settlements, extremely marginalised areas and finally the strategic areas of current and future employment or economic nodes. These spatially targeted areas should form the focus areas for intergovernmental planning, co-ordination and investment. This does not mean that most of the expenditure is focused in these areas, but that a significant amount of public funds are well planned and co-ordinated in these areas, while the basics of infrastructure repairs and maintenance, operating costs, etc. are still adhered to. This is shown in Diagram 4 below.



**Diagram 4: Spatial Targeting Hierarchy**

### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 and 2018/19 BEPPs:

|  |   |
|--|---|
| <b>Approved BEPP 2017/18</b>                     | <p>a) A draft Spatial Logic (mapped) for all IZs including highlighted Prioritised IZ showing:-</p> <ul style="list-style-type: none"> <li>• township populations;</li> <li>• Identified economic nodes, segmented into emerging (urban hubs), declining (CBDs) and established employment nodes;</li> <li>• Prioritised marginalised areas segmented into townships, informal settlements and inner cities</li> </ul> <p>b) A statement of the prioritization of the various integration zones in terms of the Intergovernmental Project Pipeline (Annexure 2).</p>  |
| <b>Approved BEPP 2018/19</b>                     | <p>a) A prioritised integration zone plan consisting of the following:</p> <ol style="list-style-type: none"> <li>IZ Targets (Residential, Community, Employment, Transport)</li> <li>Prioritised precincts (IZ phasing)</li> <li>Precinct Targets (Residential, Community, Employment, Transport)</li> <li>List of prioritised IZ-wide projects, with descriptions, high level costings and mapped number references in the Intergovernmental Project Pipeline format (Annexure 2).</li> <li>Prioritised IZ-wide interventions (land release proposals, procurement proposals, proposed policy, regulations, incentives, further studies, operational efficiencies, specifically public transport, including alignment between modes and spheres)</li> </ol> <p>b) Evidence of consultation with relevant provincial, national and SOE sectors (minutes and attendance registers of meetings).</p> |
| The content will appear as Section B of the BEPP |   |

### **Available Tools and Support**

Integration Zone Planning Guidelines and Urban Hub Precinct Design Toolkit both developed by the NT-NDP will provide detailed guidance on planning. It is recommended that metros request studio sessions via the NT-CSP Co-ordinator and NT-NDP so that technical assistance can be facilitated if required during these sessions. Facilitation and technical assistance is available on request from the NDP and CSP jointly from November 2016 through March 2018. The Guidelines may be accessed at <http://ndp.treasury.gov.za>

### **3.2.2 Strengthening alignment of public transport and housing plans**

A spatially targeted, transit-oriented development strategy requires close alignment between investments in public transport and housing. The evaluation of the 2016/17 BEPP revealed that differences still exist between proposed housing and public transport investments, and specifically in relation to spatial development plans prepared under Section 3.2.1.

Most BEPPs already provide a clear diagnosis of the development challenges facing metropolitan municipalities, particularly related to the impact of urban growth on the provision of housing, transport and infrastructure. Emerging best practices in some metropolitan municipalities such as Cape Town have expanded this analysis to integrate available datasets in a spatial analysis of economic performance, particularly through combining analysis of labour force, property market and mobility patterns.

The disaggregated analysis of these trends provides the basis for reflection on the appropriate strategic responses by metropolitan municipalities, in terms of policy, plans and programmes. In the Human Settlements sector, the scale and location of existing and projected housing demand presents strategic choices for the development of integrated human settlements, in terms of location, infrastructure requirements, housing typologies (relative to household affordability constraints), and appropriate strategies for land release. Similar strategic responses are required in the public transport sector, in relation to route planning, modal and technology choices and levels of service.

Metropolitan municipalities are legally tasked with preparing a series of plans among them, Comprehensive Integrated Transport Plans (CITPs), Integrated Public Transport Network Plans (IPTNs) and Human Settlements Development Plans. These are intended to be city-wide, strategic, long term, and multi-modal (in the case of public transport) and across housing typologies and affordability levels (in the case of housing plans). Metropolitan municipalities are at varying levels of developing these plans, which should be instrumental in directing these public investments towards spatial transformation. The Urban Network Strategy, and specifically the identification of Integration Zones, provides the basis for the alignment of investments in public transport and housing. The human settlements planning should be based on collaborative planning between the city and the provincial government especially given that human settlements is a concurrent function.

#### **Minimum expectations**

The BEPPs for the 2017/18 MTREF will interrogate whether public transport and housing investment programmes are playing complementary roles in spatial transformation. Metropolitan municipalities are requested to provide a specific example, within a spatially targeted area, of how the public transport networks and housing investments they have planned for or implemented are driving this change. The following minimum requirements have been established for the 2017/18 BEPP:

|                   |   |
|-------------------|---|
| <b>Draft BEPP</b> | <ul style="list-style-type: none"><li>a) Incorporate Human settlements demand projections, disaggregated by area and typology</li><li>b) Incorporate Public Transport demand projections, disaggregated by area and mode</li><li>c) Provide a map showing Transport Plans compared to the top priority targeted areas (Integration Zones, Economic nodes, Marginalized areas)</li><li>d) Provide a map showing planned housing projects in relation to Integration Zones, prioritized marginalized areas and established employment nodes</li></ul> |
|-------------------|---|

|  |   |
|--|---|
| <b>Approved BEPP</b>                                 | <ul style="list-style-type: none"> <li>a) Outline processes towards modal alignment and integration within public transport networks;</li> <li>b) Describe the interventions required to align planned housing and transport investment projects to the top priority targeted areas with clear timeframes</li> <li>c) Showcase at least one Integration Zone demonstrating the alignment of public transport investments with catalytic development projects and describe how this provides public transport access to specific and named housing projects in that area.</li> <li>d) Evidence of consultation with relevant provincial, national and SOE sectors (minutes and attendance registers of meetings).</li> </ul> |
| The content will appear as Section F 1-4 in the BEPP |   |

### **Available Tools and Support**

For longer term alignment, and because cities are at various stages of creating their long term public transport network plans (CITPs and IPTNs), there is provision of dedicated technical support for them for this process through the CSP public transport component during the latter half of 2016.

PTNG guidelines: [BEPP Guidelines 2017/18 MTREF Toolbox](#)

A workshop will be held on 21-22 November 2016 outlining the use of the tools that will assist with developing housing strategies:-

1. Housing Strategy Tool
2. Analysis of housing markets available from CAHF
3. Fiscal Impacts Model

[BEPP Guidelines 2017/18 MTREF Toolbox](#)

Cities may ask the CSP to facilitate collaborative planning sessions with Provincial Governments.

### **3.2.3 Finalising detailed planning for spatially targeted areas**

BEPP Guidelines to date have all outlined the need to undertake detailed planning for spatially targeted areas. This includes prioritised IZ precincts, informal settlements, and more recently also outlined the need to spatially target marginalised areas and economic modes rather than only focusing on Integration Zones.

#### **a) Precinct Planning**

The precinct planning approach is based on working with precinct stakeholders on a continuous basis, through mechanisms such as CIDs to retain and increase investment, create jobs, and manage risks for all parties. This will contribute to the safety and maintenance of precincts. The objective is to achieve inclusive, vibrant, safe, and investment friendly precincts.

#### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|                      |  |
|----------------------|--|
| <b>Draft BEPP</b>    | Prioritised Precinct Plan consisting of a precinct Plan/Concept (mapped)   |
| <b>Approved BEPP</b> | <ul style="list-style-type: none"> <li>a) Prioritised Precinct Plan consisting of the following: <ul style="list-style-type: none"> <li>(i) Precinct Plan/Concept (mapped)</li> <li>(ii) Land use mix (Residential, Community, Employment, Transport)</li> <li>(iii) List of prioritised projects, with descriptions, high level costings and mapped number references.</li> </ul> </li> </ul> |

|   |   |
|---|---|
| <b>Approved BEPP</b>                                      | <p>(IV) Prioritised interventions (land release proposals, procurement proposals, opportunities, risk mitigation activities, further studies, operational efficiencies)</p> <p>b) Evidence of consultation with relevant provincial, national and SOE sectors (minutes and attendance registers of meetings).</p> |
| The content will appear as Section B1 and B2 in the BEPP. |   |

### ***Available Tools and Support***

The Integration Zone Planning Guidelines and the Urban Hub Precinct Design Toolkit, currently under development by the NT-NDP will provide detailed guidance on planning.

### **b) Informal settlements**

Informal settlements are a particular type of marginalised area that requires specific attention from government, not only in terms of assistance with shelter and basic services, but also in terms of socio-economic development and human capital development. Integrated, in-situ upgrading of these settlements requires a citizen-led planning and development with transversal approach from the city, supported by a coordinated intergovernmental response. People living in informal settlements require secure tenure and access to basic services and social amenities, need to be supported to lead the planning of upgrading programmes and empowered to oversee their execution.

Knowledge of, categorisation and planning of informal settlements upgrading at metropolitan level seems to be improving, but delivery and scaling up remains a big challenge. The current housing programme, the Upgrading of Informal Settlements programme (UISP) addresses the issues of basic service provision, secure tenure and shelter provision. However, a number of challenges in relation to UISP have been experienced, including:

- Confusion with regard to the setting and reporting of MSTF targets in relation to UISP Phase 2 and 3 in some of the Metropolitan municipalities. Integrated reporting across programme interventions remains a specific challenge;
- Incomplete city-wide strategy formulation and planning, specifically in relation to high density settlements, areas with topographical issues, and land availability;
- Weak funding alignment, both in the quantum of UISP resources allocated and the blending of funding available from USDG, HSDG and own resources; and
- Weak intergovernmental planning between the city and provincial government.

### ***Minimum expectations***

The following minimum expectations have been established for the 2017/18 BEPP:

|  |   |
|--|---|
| <b>Draft BEPP</b>  | <p>a) Table indicating status of detailed planning/development of prioritised informal settlements identified in Section 3.2.1 (Name of settlement, map reference number, UISP Phase, Key issues to be resolved)</p> <p>b) Development of a draft strategy for informal settlement upgrading that is based on a citizen-led planning and development approach that links the MTSF targets for the city to projects, funding and an implementation plan incorporating work done by NUSP.</p> |
| <b>Approved BEPP</b>   | <p>a) Table indicating status of detailed planning/development of prioritised informal settlements identified in Section 3.2.1 (Name of settlement, map reference number, UISP Phase, Key issues to be resolved)</p> <p>b) Incorporate the approved strategy, plan and programme for informal settlement upgrading clearly showing the prioritised upgrading projects and related allocations of funding for the medium term.</p>   |
| The content will appear as Section B1 and B2 and B3 in the BEPP. |   |

### **Available Tools and Support**

The DHS and National Treasury will arrange work sessions with each metro starting November 2016 through January 2017. The relevant provincial departments of Human Settlements will be part of the work sessions. The following toolkits are available:-

- Planning and Assessment Guidelines for Informal Settlement Upgrading
- [BEPP Guidelines 2017/18 MTREF Toolbox](#) and
- The NUSP Toolkit available at [www.upgradingsupport.org](http://www.upgradingsupport.org)

### **c) Marginalised areas**

Marginalised areas are areas that are in decline and/or where people are deprived. These are areas that are typically not the focus of the private sector developers and will thus require some kind of intervention from government to start with if it is to be turned around.

#### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|   |   |
|---|---|
| <b>Draft BEPP</b>   | a) Indicate whether a strategy for the development these marginalised areas exists or is under development.   |
| <b>Approved BEPP</b>                                      | a) Identify priority marginalised areas<br>b) Outline the core elements of a strategy and programme to address prioritised marginalised areas, including programmes, projects and associated implementation plans |
| The content will appear as Section B1 and B2 in the BEPP. |   |

### **d) Economic nodes**

The daily commute of people between home and work depends on changes in the areas of employment. In terms of their relative growth and decline over time. The spatial location of these economic nodes relative to the availability of different modes of transport determines the time and money spent by people to commute to work.

#### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|   |   |
|---|---|
| <b>Draft BEPP</b>   | Table indicating 3 economic nodal categories (established, emerging and declining) with private sector projects per node that have been approved by the metro in terms of development applications. |
| <b>Approved BEPP</b>                                      | Provide high level intervention strategy per 3 types of spatially targeted areas.   |
| The content will appear as Section B1 and B2 in the BEPP. |   |

## **3.3 Intergovernmental project pipeline**

There is weak intergovernmental coordination and planning across the three spheres of government and state owned companies although all have substantive investments in the built environment at the city level. The alignment of processes and time frames will not in itself produce the improved intergovernmental coordination and planning. What is required is the joint planning of spatially targeted

areas followed by the sequencing of public investment in these areas, and respecting the various mandates of government spheres and entities.

### 3.3.1 Adopting portfolio management and project preparation tools

The evaluation of the BEPPs for the 2016/17 MTREF indicated that clarity was required between projects in the Intergovernmental Project Pipeline, specifically in relation to definitions and the status of Catalytic Urban Development Projects. Project lists indicated that projects were generally not categorised in terms of priority and generally lacked a spatial perspective. The range of projects covered included:

- Infrastructure projects drawn from Consolidated Asset Management Plans (Engineering)
- Public Transport Projects (connecting spaces in Integration Zones with Economic nodes and Marginalised Areas including Informal Settlements)
- Human Settlements Projects
- Mayoral/MEC Projects/Ministerial projects
- Catalytic Projects directly contributing to spatial transformation and arising directly from UNS (IZ identification and prioritisation, and precinct planning)

Spatial planning activity should result in the identification of specific investment opportunities by metropolitan municipalities, and by the public sector generally. These various activities are conceived of as an Intergovernmental Project Pipeline. This should incorporate a list of projects by name and value within spatially various targeted areas (Integration Zones, Informal Settlements, Marginalised Areas and Economic Nodes) and in other areas of the city.

The National Treasury will register projects that meet specified criteria as ‘catalytic projects’ on a Catalytic Projects Database by the 15 December 2016. These catalytic projects will be eligible for rigorous project preparation support from the National Treasury. In order to qualify for registration on this database the identified projects must be described in a way that clearly illustrates each project’s consistency with the UNS rationale and the way that it builds the BEVC so as to meet the targeted built environment outcomes.

The intergovernmental projects identified for each prioritised Integration Zone and prioritised IZ precinct, via the Spatial Planning component of the BEVC (Section 3.2), should be placed on a combined Intergovernmental Project Pipeline. Project priorities will be determined at two levels: (1) the relative priorities of the targeted spaces and (2) the relative priorities of projects within each targeted space. This pipeline should incorporate a list of prioritised projects including, project name, value, funding source and number references corresponding to the project mapping in Section 3.2.

This will contribute to the establishment of a portfolio management approach for the catalytic projects at the city level. That is the centralized management of the processes, methods, and technologies used by the project managers and project management offices (PMOs) to analyse and collectively manage current or proposed catalytic projects. These individual city portfolios of the metropolitan municipalities will be amalgamated at the national level by National Treasury for the purpose of providing specialist technical support, aligning public investment across the spheres and entities, as well as attracting private sector funding.

#### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|                      |  |
|----------------------|--|
| <b>Draft BEPP</b>    | <ul style="list-style-type: none"> <li>a) Draft <b>Intergovernmental Project Pipeline</b> that shows the alignment and co-ordination of project investment in the format provided in Annexure 2</li> <li>b) At least one catalytic project identified in the Priority Integration Zone (IZ) with at least one precinct identified within the Catalytic Project/Priority IZ.</li> </ul> |
| <b>Approved BEPP</b> | <ul style="list-style-type: none"> <li>a) All prioritised catalytic projects per prioritised spatially targeted area (Integration Zones, Informal Settlements, Marginalised Areas, and Economic Nodes) to make up the Portfolio of Catalytic Projects in the format provided which will be reflected in as per the template in Annexure 3.</li> </ul>                                  |

### **Available Tools and Support**

1. The CSP will be able to facilitate work sessions for the cities and the required intergovernmental partners on request from the city/intergovernmental partner.
2. The CSP and NDP will arrange city-level workshops to apply the intervention rationale for catalytic projects to the lists of projects in the BEPPs for the 2016/17 MTREF. This will lead to a revised list of catalytic projects that will be registered and tracked for the 2017/18 MTREF cycle.
3. A guideline of approaches and best practices for the preparation of urban land development projects by municipalities is being prepared, building on content discussed at past technical workshops. This will be available in early 2017
4. A third technical workshop on the preparation urban land development and regeneration programmes will be held in March 2017. As in past years, this will provide project preparation teams with an opportunity to reflect on project design, explore innovation in project financing mechanisms, and learn from progress in other cities.

## **3.4 Capital funding**

The DBSA has for the second year provided an evaluation of the BEPPs in respect of financial closure (link). The main objectives of the evaluation were to (i) identify missing financial information (information that would attract funders and private investors to invest in the Catalytic Project pipeline); and (ii) recommend information that should be reflected in the 2017/18 BEPPs to reach project financial closure.

The evaluation highlighted the following deficiencies and inconsistencies in the various financial models and strategies of the BEPPs. These included limited consideration of alternative funding options and a significant dependence on grant funding. It is proposed that metropolitan municipalities consider the “bankability” of catalytic projects, which is what lenders and investors would be comfortable to provide funds within the legal parameters of municipal borrowing frameworks. Funding has to be underpinned by (i) sound financial and market information which means that the project is able to generate enough cash flows to service the financing and still be profitable, and (ii) sound technical and institutional arrangements which give it longevity and sustainability.

### **Minimum expectations**

The following minimum expectations have been established for the 2017/18 BEPP:

|                      |  |
|----------------------|--|
| <b>Draft BEPP</b>    | <ol style="list-style-type: none"> <li>a) Provide the funding source for each registered catalytic project as per the format in Annexure 3. including the following:- <ul style="list-style-type: none"> <li>▪ Funding sources identified (grants, own revenue, borrowing) and status of financial closure in this respect</li> <li>▪ Indication of whether a project pre-feasibility/ feasibility studies has been conducted</li> <li>▪ Indication of project funding over the MTREF</li> <li>▪ Identification of alternative funding sources, and status of financial closure in this respect</li> <li>▪ Highlighting of projects for which funding has not been acquired/ secured, that is “unbanked” projects, and the next steps in respect of “unbanked” projects</li> </ul> </li> </ol> |
| <b>Approved BEPP</b> | <ol style="list-style-type: none"> <li>a) Demonstrate how the budget content and processes for metropolitan municipalities, national and provincial government and SOEs will be aligned to BEPP content and process and how this will be monitored in terms of the priority projects in the Intergovernmental Project Pipeline.</li> <li>b) Current expenditure in each prioritized Integration Zone, broken down into IZ-wide projects and prioritized IZ precinct projects</li> </ol>  |

### **Available Tools and Support**

DBSA and National Treasury will hold a workshop on the findings of the Evaluation of the BEPPs for the 2016/17 MTREF and recommendations for the BEPPs for the 2017/18 MTREF. This workshop will be arranged for October 2016. The DBSA report is available from the CSP Tool Box: [BEPP Guidelines 2017/18 MTREF Toolbox](#)

## **4. BEPP PROCESS AND TIMEFRAMES**

Key timelines for the 2017/18 BEPP cycle are summarised in the table below.

| <b>Key Dates</b>     | <b>Item</b>   | <b>Content</b>  |
|----------------------|---|---|
| 18 -30 Aug 2016      | Education 10x10; Economic Infrastructure function group; Human Settlements Function Group; Health 10x10; (Industrial development and trade function group). | Metropolitan municipalities perspective in 2017/18 budget process   |
| 14 Sep 2016          | Urban DG's Forum  |   |
| 24 Oct 2016          | Process Plan for formulation of BEPP 2017/18 MTREF  | Focus on process and timelines for content of BEPP 2017/18 MTREF  |
| 25 Jan – 26 Feb 2017 | Mid-Year (2016/17) Budget Review; Mid-Year (2016/17) Built Environment Performance; Built Environment Plan for 2017/18                                      | To include review of built environment performance (2016/17 BEPP) and intent of BEPP 2017/18                          |
| 25-26 Jan 2017       | City of Cape town   |   |
| 30-31 Jan 2017       | City of Tshwane MM  |   |
| 1-2 Feb 2017         | City of Johannesburg MM   |   |
| 6-7 Feb 2017         | Ekurhuleni MM   |   |
| 9-10 Feb 2017        | Nelson Mandela Bay MM   |   |
| 13-14 Feb 2017       | Buffalo City MM   |   |
| 16-17 Feb 2017       | eThekweni MM  |   |
| 23-24 Feb 2017       | Mangaung MM   |   |
| 31 Mar 2017          | Draft BEPP submission   | Document submission   |
| April 2017           | Budget Benchmarking Meetings  | To include dedicated day for Draft BEPP and Draft IDP review, and assessment of alignment with draft Budget for MTREF |
| 31 May 2017          | Final BEPP submission (council approval)  | Document submission   |
| 28 Jun 2017          | Annual BEPP Evaluation Workshop   | Workshop attendance (all metropolitan municipalities)   |
| 31 Jul 2017          | 2017/18 BEPP Evaluation Report finalised  | Document released   |
| 31 Aug 2017          | Final 2018/19 BEPP Guidelines released  | Document released   |

## 5. GUIDELINES FOR CONTENT AND FORMAT REQUIREMENTS

| Sub-Section of BEPP                                   | Key Content Requirement   | Focus for 2017/18 MTREF  |
|---|---|--|
| <b>A. Introduction</b>                                |   |  |
| BEPP in relation to other Statutory Plans             | <p>Standardised section on Role of the BEPP outlining planning alignment between BEPP, IDP and SDF</p> <p>A list of the documents and references used in compiling the BEPP, and a statement confirming the adoption of the BEPP by Council with a copy of the Council Resolution in Annexure.</p>  | Outline the role of the BEPP process and method in terms of the end-of-term Review of IDPs, SDFs and other statutory plans and how it will influence the statutory plans for the new term. That is, to what extent will the planning method and results of the BEPP influence the new statutory documents? |
| <b>B. Spatial Planning and project prioritisation</b> |   |  |
| B1 Spatial Targeting                                  | <p>Spatial Development Strategy</p> <ul style="list-style-type: none"> <li>Urban Network identification and prioritisation of Integration Zones</li> <li>Marginalised areas (Informal settlements, Townships and Inner City Areas) identification and prioritisation</li> <li>Growth nodes (commercial and industrial) identification and prioritisation</li> </ul> | Further clarity and guidance provided in Section 3.2 of Guidelines for the BEPPs for 2017/18   |
| B2 Local Area planning                                | <ul style="list-style-type: none"> <li>Integration Zone plans, precinct plans and local area plans for the 3 spatial targeting categories (See B1):</li> </ul>  |  |
| B3 Project Preparation                                | Project preparation for key, non-standard, complex projects and for projects that require external financing  | Apply rigour of Intervention Logic to test categorisation of projects on Intergovernmental Project list.   |
| B4 Institutional Arrangements and Operating Budget    | <ul style="list-style-type: none"> <li>As per B2, including the private real estate and finance sectors and precinct management entities</li> </ul>   |  |

| Sub-Section of BEPP                                | Key Content Requirement   | Focus for 2017/18 MTREF   |
|--|---|---|
| <b>C Intergovernmental project Pipeline</b>        |   |   |
| C1 Intergovernmental pipeline                      | <ul style="list-style-type: none"> <li>• Prioritised projects for each of the 3 spatial targeting categories (See B1)</li> <li>• High level cost estimates for all projects</li> </ul>  | Register Catalytic Projects   |
| C2 Institutional Arrangements and Operating Budget | <ul style="list-style-type: none"> <li>• Leadership, good governance and planning (strategic &amp; operational)</li> <li>• Inter-sectoral municipal coordination &amp; consultation with PG, SOE's &amp; National Departments responsible for asset creation for service delivery directly to the public (e.g. SAPS)</li> <li>• Risk mitigation strategies</li> <li>• Operating budget implications</li> </ul>                    | <p>Provincial Treasuries have dedicated champions identified for alignment of provincial infrastructure.</p> <p>SANRAL has been added to the stakeholder list</p> <p>As per Section 3.1.3 of the Guidelines for the BEPPs for 2017/18</p> |
| D1 Spatial Budget Mix                              | High level allocation of capital budget to each of the 3 spatial targeting categories in terms of total capital budget from all funding sources (see B1)  | Same as before.   |
| D2 Investment strategy                             | Investment strategy for intergovernmental project pipeline  | Further clarity and guidance to be provided through National Treasury and DBSA Workshop in October 2016   |
| D3 Institutional Arrangements and Operating Budget | <ul style="list-style-type: none"> <li>• Leadership, good governance and planning (strategic &amp; operational)</li> <li>• Inter-sectoral municipal coordination &amp; consultation with Provincial Government, SOE's &amp; National Departments responsible for asset creation for service delivery directly to the public (e.g. SAPS)</li> <li>• Risk mitigation strategies</li> <li>• Operating budget implications</li> </ul> |   |

| Sub-Section of BEPP  | Key Content Requirement   | Focus for 2017/18 MTREF                                  |
|--|---|--|
| <b>E. Implementation</b>   |   |  |
| E1 Land release strategy   | <ul style="list-style-type: none"> <li>Approach to land release for catalytic projects with land implications</li> </ul>  | Same as before.  |
| E2 Procurement approach  | <ul style="list-style-type: none"> <li>Procurement approach for catalytic projects</li> </ul>   | Same as before.  |
| E3 Institutional Arrangements and Operating Budget               | <ul style="list-style-type: none"> <li>Leadership, good governance and planning (strategic &amp; operational)</li> <li>Inter-sectoral municipal &amp; consultation with PG, SOE's &amp; National Departments responsible for asset creation for service delivery directly to the public (e.g. SAPS)</li> <li>Risk mitigation strategies</li> <li>Operating budget implications</li> <li>City Support Implementation Plan</li> </ul>         | Same as before.  |
| <b>F. Urban Management</b>                                       |   |  |
| F1 Urban Management  | <ul style="list-style-type: none"> <li>Precinct management approach for Integration Zone precincts and Growth Nodes.</li> <li>Key land use management interventions</li> <li>Private sector investment approach, including the alignment and restructuring proposals for incentives</li> </ul>  | Further clarity and guidance in Precinct Management Note |
| F2 Strengthening alignment of public transport and housing plans | <ul style="list-style-type: none"> <li>Public Transport and Housing demand analysis</li> <li>Description of interventions required to align planned housing and transport investment</li> <li>Map showing transport management approach to Integration Zone routes and connection to marginalised areas, informal settlements and economic nodes</li> <li>Evidence of consultation with other spheres and entities of government</li> </ul> | Inter sectoral planning alignment                        |
| F5 Institutional Arrangements and Operating Budget               | <ul style="list-style-type: none"> <li>Linkage between municipal service delivery and precinct management entities</li> </ul>   | Same as before   |

| Sub-Section of BEPP   | Key Content Requirement  | Focus for 2017/18 MTREF   |
|---|--|---|
| <b>G. Institutional Arrangements &amp; Operating Budget</b> |  |   |
| G1 Cross Cutting Institutional Arrangements                 | <ul style="list-style-type: none"> <li>• Institutional arrangements that do not form part of a specific BEPP Section</li> <li>• Highlighting the linkages between institutional arrangements for specific BEPP Sections and the implications thereof</li> </ul>  | Same as before  |
| G2 Consolidated Operating Budget                            | <ul style="list-style-type: none"> <li>• High-level description of the Operating Budget, with specific reference to the BEPP Sections</li> </ul>   | Same as before  |
| <b>H. Reporting &amp; Evaluation</b>                        |  |   |
| H1 Reporting and Evaluation                                 | <ul style="list-style-type: none"> <li>• Baseline data for city reported integrated outcome indicators (WG7, WG8, WG13, IC1, IC2, IC3, IC4, IC5, IC6 and IC7)</li> <li>• Performance against targets for city reported integrated outcome indicators 2016/17</li> <li>• Targets for city reported integrated outcome indicators ((WG7, WG8, WG13, IC1, IC2, IC3, IC4, IC5, IC6 and IC7) and national integrated outcome indicators (WG10, WG11, IC9, IC10, IC11, PC1 and PC2, SC4, SC5, SC6 and SC7)</li> <li>• If required, the proposed approach and timelines for the population of outstanding indicators and targets for remaining indicators for each year until 2019/20</li> <li>• Reporting / submission arrangements for indicators</li> <li>• Consolidation of all the individual BEPP Sections into a Theory of Change</li> </ul> | Baseline and targets for city reported integrated outcome indicators. Bas |

## Annexure 1: Format for Built Environment Outcomes Indicators & Targets

| Indicator code | Indicator Name   | Baseline year | Baseline value | 16/17 data | 17/18 target | 18/19 target | 19/20 target | 20/21 target | City Contact person | Contact number | Email | Notes |
|----------------|--|---------------|----------------|------------|--------------|--------------|--------------|--------------|---------------------|----------------|-------|-------|
| IC1            | New subsidised units developed in Brownfields developments as a percentage of all new subsidised units city-wide   |               |                |            |              |              |              |              |                     |                |       |       |
| IC2            | Gross residential unit density per hectare within integration zones  |               |                |            |              |              |              |              |                     |                |       |       |
| IC3            | Ratio of housing types in integration zones  |               |                |            |              |              |              |              |                     |                |       |       |
| IC6            | % households accessing subsidy units in integration zones that come from informal  |               |                |            |              |              |              |              |                     |                |       |       |
| IC7            | Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all |               |                |            |              |              |              |              |                     |                |       |       |
| WG13           | Percentage change in the value of properties in Integration Zones  |               |                |            |              |              |              |              |                     |                |       |       |
| WG7            | Value of catalytic projects as listed in the BEPP at financial closure as a % of total MTREF capex budget value  |               |                |            |              |              |              |              |                     |                |       |       |
| WG8            | The budgeted amount of municipal capital expenditure for catalytic projects contained in BEPP, as a percentage of the municipal capital                            |               |                |            |              |              |              |              |                     |                |       |       |

The technical specifications per integrated outcome indicator definitions are provided in the BEPP Tool Box: [BEPP Guidelines 2017/18 MTREF Toolbox](#)

## Annexure 2: Intergovernmental Project Pipeline

| Intergovernmental Project Pipeline       |          |                     |           |            |          |       |        |       |       |
|--|----------|---------------------|-----------|------------|----------|-------|--------|-------|-------|
| Priority                                 | Category | Project Description | Municipal | Provincial | National | PRASA | SANRAL | ESKOM | Total |
| Priority Integration Zone (name)         |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Integration Zone (name)                  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Integration Zone (name)                  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Integration Zone (name)                  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Marginalised Area - Informal Settlements |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Marginalised Area - other                |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Economic/Employment Node                 |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| City-wide Projects                       |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
|  |          |                     |           |            |          |       |        |       |       |
| Sub-total                                |          |                     |           |            |          |       |        |       |       |
| Total                                    |          |                     |           |            |          |       |        |       |       |

|          |                            |
|----------|----------------------------|
| Category | Catalytic                  |
|          | Engineering/Infrastructure |
|          | Human Settlement Catalytic |
|          | Public Transport           |
|          | Mayoral/MEC/Ministerial    |
|          | Other                      |

### Annexure 3: Template for Catalytic Projects (Registration and Tracking)

[illegible]

## Annexure 4: Evaluation Framework for BEPPs 2017/18 MTREF

|                  |   | tin                                    | silver   | gold  | platinum                 |                      |                      |
|------------------|---|--|--|---|--------------------------|----------------------|----------------------|
|                  |   |  |  |   |                          |                      |                      |
|                  |   | Zero Fulfillment                       | Partial  | Fulfilled   | Exemplary                |                      |                      |
| BEPP Component   | 2017/18 - 2018/19 Standards   | Level 0                                | Level 1  | Level 2   | Level 3                  | Qualitative Comments | Support Requirements |
|                  |   | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |                      |                      |
| Process          |   |  |  |   |                          |                      |                      |
| BEPP preparation | <b>Internal to the metro:</b> All necessary functional units in metro collaborated extensively on the BEPP e.g. Finance, Spatial Planning, IDP, Economic Development, Public Transport, Human Settlements, Governance and | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                      |                      |
|                  | <b>Public sector inclusiveness:</b> Relevant SOEs and national and provincial sector departments were meaningfully involved in the preparation of the BEPP  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |                      |                      |
|                  | <b>Process compliance:</b> The deadlines for all BEPP requirements and submissions were met   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |                      |                      |
|                  | Process Total   |  |  |   |                          |                      |                      |

|                   |  | tin                                    | silver   | gold  | platinum                 |                        |                      |
|-------------------|--|--|--|---|--------------------------|------------------------|----------------------|
|                   |  | Zero Fulfillment                       | Partial  | Fulfilled   | Exemplary                |                        |                      |
| BEPP Component    | 2017/18 - 2018/19 Standards  | Level 0                                | Level 1  | Level 2   | Level 3                  | Qualitative Assessment | Support Requirements |
|                   |  | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |                        |                      |
| Content & Quality |  |  |  |   |                          |                        |                      |
| A Introduction    | <b>BEPP in relation to other Statutory Plans:</b> Standardised section on the role of the BEPP - a list of documents and references used in compiling the BEPP provided                                | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                   | <b>BEPP in relation to other Statutory Plans:</b> A statement confirming the adoption of the BEPP by Council with a copy of the Council Resolution as an Annexure provided                             | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                   | <b>BEPP in relation to other Statutory Plans:</b> The extent to which the planning method and results of the BEPP will influence the new Council's statutory documents, such as IDPs and SDFs outlined | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                   | Section A Total  |  |  |   |                          | 0                      |                      |

|  |  | tin                                    | silver   | gold  | platinum                 |                        |  |                      |
|--|--|--|--|---|--------------------------|------------------------|--|----------------------|
|  |  | Zero Fulfillment                       | Partial Fulfillment                                  | Fulfilled   | Exemplary                |                        |  |                      |
| BEPP Component                                       | 2017/18 - 2018/19 Standards  | Level 0                                | Level 1  | Level 2   | Level 3                  | Qualitative Assessment |  | Support Requirements |
|  |  | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |                        |  |                      |
| <b>B Spatial Planning and project prioritisation</b> | <b>Spatial Targeting: prioritising urban network and IZ planning and prioritisation:</b> Map showing the Urban Network with all IZs and township populations, including highlighted Prioritised IZ provided  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |                        |  |                      |
|  | <b>Spatial Targeting: prioritising urban network and IZ planning and prioritisation:</b> Map provided showing: (i) Integration Zones; (ii) Identified economic nodes, segmented into emerging (urban hubs), declining (CBDs) and established employment nodes; and (iii) Prioritised marginalised areas segmented into townships, informal settlements and inner cities  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |  |                      |
|  | <b>Spatial Targeting: prioritising urban network and IZ planning and prioritisation:</b> Clear statement of the prioritisation of the various integration zones in terms of the Intergovernmental Project Pipeline. Prioritised Integration Zone with the key precincts identified and prioritised for further planning.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |  |                      |
|  | <b>Spatial Targeting: finalising urban network and IZ planning and prioritisation:</b> Evidence of a Prioritised Integration Zone Plan consisting of: (i) IZ Spatial Logic (mapped); (ii) IZ targets (Residential, Community, Employment, Transport); (iii) prioritised precincts (IZ phasing); (iv) precinct targets (residential, community, employment, transport); (v) List of prioritised IZ-wide projects, with descriptions, high-level costings and mapped number references in the Inter-Governmental Project Pipeline format; (vi) Prioritised IZ-wide interventions (land release proposals, procurement proposals, proposed policy, regulations, incentives, further studies, operational efficiencies, specifically public transport, including alignment | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |  |                      |
|  | <b>Spatial Targeting: finalising urban network and IZ planning and prioritisation:</b> evidence of consultation with relevant provincial, national and SOE sectors (minutes and attendance registers of meetings   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |                        |  |                      |
|  | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> Human settlements demand projections, disaggregated by area and typology, incorporated.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |                        |  |                      |
|  | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> Public Transport demand projections, disaggregated by area and mode, incorporated.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |                        |  |                      |

|                |                             |                  |                     |           |           |  |  |
|----------------|-----------------------------|------------------|---------------------|-----------|-----------|--|--|
|                |                             | tin              | silver              | gold      | platinum  |  |  |
|                |                             |                  |                     |           |           |  |  |
|                |                             | Zero Fulfillment | Partial Fulfillment | Fulfilled | Exemplary |  |  |
| BEPP Component | 2017/18 - 2018/19 Standards | Level 0          | Level 1             | Level 2   | Level 3   |  |  |
|                |                             | Score = 0        | Score = 1           | Score = 2 | Score = 3 |  |  |

|  |  |  |  |   |                          |  |  |  |
|--|--|--|--|---|--------------------------|--|--|--|
| <b>B Spatial Planning and project prioritisation</b> | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> Map provided showing Transport Plans compared to the top priority targeted areas (Integration Zones, Economic nodes, Marginalised Areas).   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|  | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> Map provided showing planned housing projects in relation to Integration Zones, prioritised marginalised areas and established employment nodes.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|  | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> processes outlined towards modal alignment and integration within public transport networks.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|  | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> Description of required interventions to align planned housing and transport investment projects to the top priority targeted areas with clear time frames.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|  | <b>Spatial targeting: strengthening alignment of public transport and housing plans:</b> Showcasing of at least one Integration Zone demonstrating the alignment of public transport investments with catalytic development projects with a description of how this provides public transport access to specific and named housing projects in the area. | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|  | <b>Spatial targeting:</b> Evidence of consultation with relevant provincial, national and SOE sectors (minutes and attendance registers of meetings) re spatial targeting and planning alignment.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |

| BEPP Component | 2017/18 - 2018/19 Standards | tin              | silver              | gold      | platinum  | Qualitative Assessment | Support Requirements |
|----------------|-----------------------------|------------------|---------------------|-----------|-----------|------------------------|----------------------|
|                |                             | Zero Fulfillment | Partial Fulfillment | Fulfilled | Exemplary |                        |                      |
|                |                             | Level 0          | Level 1             | Level 2   | Level 3   |                        |                      |
|                |                             | Score = 0        | Score = 1           | Score = 2 | Score = 3 |                        |                      |

|  |  |  |  |   |                          |   |  |
|--|--|--|--|---|--------------------------|---|--|
| <b>B Spatial Planning and project prioritisation</b> | <b>Local Area Planning - Precinct Planning:</b> Prioritised Precinct Plan consisting of the following: (i) Precinct Plan/Concept (mapped); (ii) Land use mix (Residential, Community, Employment, Transport), (iii) List of prioritised projects, with descriptions, high level costings and mapped number references to the Inter-Governmental pipeline; (iv) Prioritised interventions (land release proposals, opportunities, risk mitigation activities, further studies, operational efficiencies). | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning - Precinct Planning:</b> Evidence of consultation with relevant provincial, national and SOE sectors (minutes and attendance registers of meetings) with regard to precinct planning.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning: Informal Settlements:</b> Table supplied indicating status of detailed planning/development of prioritised informal settlements.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning: Informal Settlements:</b> Approved strategy for informal sector upgrading (that is based on a citizen-led planning and development approach that links the MTSF targets for the city to projects) incorporated clearly showing the prioritised upgrading projects and related allocations for medium-term funding.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning: Marginalised Areas:</b> Priority marginalised areas identified   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning: Marginalised Areas:</b> Outline of the core elements of a strategy and programme to address prioritised marginalised areas, including programmes, projects and associated implementation plans included.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning: Economic Nodes:</b> Table provided indicating at least three nodal categories (established, emerging and declining) with private sector project pipeline per node included.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|  | <b>Local Area Planning: Economic Nodes:</b> High level intervention strategy per three types of spatially targeted areas provided.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|  | <b>Institutional Arrangements:</b> Evidence of policy and regulatory instruments being put in place to enable the development vision in the land-use budgets, e.g. additional planning, policy, incentives, regulatory mechanisms, land release arrangements etc.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
| <b>Section B Total</b>                               |  |  |  |   |                          | 0 |  |

|                                 |  | tin                                    | silver   | gold  | platinum                 |                        |                      |
|---------------------------------|--|--|--|---|--------------------------|------------------------|----------------------|
|                                 |  | Zero Fulfillment                       | Partial Fulfillment                                  | Fulfilled   | Exemplary                |                        |                      |
| BEPP Component                  | 2017/18 - 2018/19 Standards  | Level 0                                | Level 1  | Level 2   | Level 3                  | Qualitative Assessment | Support Requirements |
|                                 |  | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |                        |                      |
| Process                         |  |  |  |   |                          |                        |                      |
| C<br>Intergovernmental pipeline | <b>Adopting portfolio management and project preparation tools:</b> Inter-governmental Project Pipeline shows alignment and co-ordination of project investment in the format provided in Annexure 2 to the Guidelines.                      | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Adopting portfolio management and project preparation tools:</b> Prioritised catalytic projects identified per the prioritised spatially targeted areas presented as the Portfolio of Catalytic Projects in Annexure 3 of the Guidelines. | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Intergovernmental project pipeline:</b> Detailed process map and timelines for the preparation of the IDP and MSDF provided.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Intergovernmental project pipeline:</b> Confirmation that the BEPP method and results are incorporated into the IDP, MSDF and Budget.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Intergovernmental project pipeline:</b> Table presenting key areas of alignment between the BEPP, IDP and MSDF including UNS elements and project pipelines provided.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Spatial Budget Mix:</b> High level allocation of capital budget to each of the three spatial targeting categories in terms of total capital budget from all funding sources provided.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Investment Strategy:</b> Investment strategy for intergovernmental project pipeline in place.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Institutional arrangements:</b> Evidence of leadership and good governance required to drive change and build coalitions around the city's vision and programme.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Institutional arrangements:</b> Evidence of intra-sectoral municipal co-ordination.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|                                 | <b>Institutional arrangements:</b> Evidence of municipal consultation with Provincial Government, SOEs and National Departments responsible for asset creation for service delivery directly to the community.                               | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
| Section C Total                 |  |  |  |   | 0                        |                        |                      |

|                   |  | tin                                    | silver   | gold  | platinum                 |  |  |  |
|-------------------|--|--|--|---|--------------------------|--|--|--|
|                   |  | Zero Fulfillment                       | Partial  | Fulfilled   | Exemplary                |  |  |  |
| BEPP Component    | 2017/18 - 2018/19 Standards  | Level 0                                | Level 1  | Level 2   | Level 3                  |  |  |  |
|                   |  | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |  |  |  |
| D Capital Funding | <b>Spatial Budget Mix:</b> Evidence of high level allocation of capital budget to each of the three spatial targeting categories in terms of total capital budget from all funding sources.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |  |  |  |
|                   | <b>Capital Budget:</b> Funding sources provided for each registered catalytic project as per the format of Annexure 3, including the following: Funding source identified and status of financial closure; indication of whether a project pre-feasibility / feasibility studies have been conducted; indication of project funding over the MTREF; identification of alternative funding sources, and status of financial closure; highlighting of projects for which | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|                   | <b>Capital budget:</b> Demonstration of how the budget content and processes for metros, national and provincial government and SOEs will be aligned to BEPP content and process and how this will be monitored in terms of priority projects in the Inter-Governmental  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|                   | <b>Capital budget:</b> Breaking down of the current expenditure in each prioritised Integration Zone into IZ-wide projects and prioritised IZ precinct projects.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |  |  |  |
|                   | <b>Institutional arrangements:</b> Evidence of risk mitigation strategies in place and being implemented.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |  |  |  |
|                   | <b>Operating budget:</b> Identification of operating budget implications reflected and sources.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |  |  |  |
|                   | <b>Section D Total</b>   |  |  |   | 0                        |  |  |  |

|                           |  | tin                                    | silver   | gold  | platinum                 |   |  |
|---------------------------|--|--|--|---|--------------------------|---|--|
|                           |  | Zero Fulfillment                       | Partial  | Fulfilled   | Exemplary                |   |  |
| BEPP Component            | 2017/18 - 2018/19 Standards  | Level 0                                | Level 1  | Level 2   | Level 3                  |   |  |
|                           |  | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |   |  |
| E Implementation          | <b>Land release strategy:</b> Evidence of an approach to land release for top priority projects with land implications.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|                           | <b>Procurement approach:</b> Evidence of a procurement approach for top priority projects.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|                           | <b>Institutional arrangements:</b> BEPP component city implementation structures in place.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|                           | <b>Institutional arrangements:</b> BEPP component inter-governmental implementation structures in place.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
| Component Section E Total |  |  |  |   |                          | 0 |  |
| F. Urban Management       | <b>Urban management:</b> Evidence of adoption of a precinct management approach for IZ precincts and growth nodes.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|                           | <b>Urban management:</b> Evidence of key land use management interventions.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|                           | <b>Urban management:</b> Evidence of a private sector investment approach, including alignment and restructuring proposals for incentives.   | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|                           | <b>Urban Management:</b> Analysis and mapping of the following data provided: (i) Updated data on economic performance and demographic shifts; (ii) Disaggregated economic data, showing areas of growth and decline at a sub-metropolitan level, (iii) mapping of areas of relative growth and decline in employment, | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |   |  |
|                           | <b>Transport management:</b> Evidence of transport operations and management approach being applied to Integration Zone routes.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|                           | <b>Institutional arrangements:</b> Evidence that precinct management entities are in place and operational.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
|                           | <b>Institutional arrangements:</b> Evidence of a clear linkage between municipal service delivery and precinct management entities.  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of          | Tangible and complete evidence of fulfillment of          | L2 plus exceeds standard |   |  |
| Section F Total           |  |  |  |   |                          | 0 |  |

|                                   |  | tin   | silver  | gold   | platinum                 |                        |                      |
|-----------------------------------|--|---|---|--|--------------------------|------------------------|----------------------|
|                                   |  | Zero Fulfillment  | Partial   | Fulfilled  | Exemplary                |                        |                      |
| BEPP Component                    | 2017/18 - 2018/19 Standards  | Level 0   | Level 1   | Level 2  | Level 3                  | Qualitative Assessment | Support Requirements |
|                                   |  | Score = 0   | Score = 1   | Score = 2  | Score = 3                |                        |                      |
| <b>H Reporting and Evaluation</b> | <b>Baselines:</b> Baseline data presented for city indicators.   | No baseline data provided for city indicators                         | Some baseline data provided for city indicators   | Baseline data provided for city indicators         | L2 plus exceeds standard |                        |                      |
|                                   | <b>Performance:</b> Historical performance (where appropriate) provided for city indicators.   | No information on historical performance provided for city indicators | Some information on historical performance provided for city indicators                 | Historical performance on city indicators provided | L2 plus exceeds standard |                        |                      |
|                                   | <b>Targets 1:</b> Targets set for city reported indicators.  | No targets set for city reported indicators                           | Some targets set for city reported indicators   | Targets set for all city reported indicators       | L2 plus exceeds standard |                        |                      |
|                                   | <b>Targets 2:</b> Targets set for nationally reported indicators   | No targets set for nationally reported indicators                     | Some targets set for nationally reported indicators                                     | Targets set for all nationally reported indicators | L2 plus exceeds standard |                        |                      |
|                                   | <b>Process:</b> Proposed approach and timelines provided for the population of baseline data and targets for remaining indicators for each year until 2019/20. | No approach provided  | An approach is provided, but it is not clear whether it will yield the required results | A clear and plausible approach is provided         | L2 plus exceeds standard |                        |                      |
| <b>Section H Total</b>            |  |   |   |  | 0                        |                        |                      |

|   |  | tin                                    | silver   | gold  | platinum                 |                        |                      |
|---|--|--|--|---|--------------------------|------------------------|----------------------|
|   |  | Zero Fulfillment                       | Partial  | Fulfilled   | Exemplary                |                        |                      |
| BEPP Component  | 2017/18- 2018/19 Standards   | Level 0                                | Level 1  | Level 2   | Level 3                  | Qualitative Assessment | Support Requirements |
|   |  | Score = 0                              | Score = 1  | Score = 2   | Score = 3                |                        |                      |
| <b>G. Institutional Arrangements &amp; Operating Budget</b> | <b>Cross-cutting Institutional arrangements: Evidence that transversal city implementation structures are in place.</b>                            | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|   | <b>Cross-cutting Institutional arrangements: Evidence that transversal inter-governmental implementation structures are in place.</b>              | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
|   | <b>Consolidated operating budget:</b> Provision of a high-level description of the Operating Budget, with specific reference to the BEPP Sections. | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible and complete evidence of fulfillment of standard | L2 plus exceeds standard |                        |                      |
| <b>Section G Total</b>                                      |  |  |  |   | 0                        |                        |                      |

|  |  | tin                                    | silver                                      | gold   | platinum                 |                        |                      |
|--|--|--|---|--|--------------------------|------------------------|----------------------|
|  |  | Zero Fulfillment                       | Partial                                     | Fulfilled  | Exemplary                |                        |                      |
| BEPP Component   | 2017/18 - 2018/19 Standards  | Level 0                                | Level 1                                     | Level 2  | Level 3                  | Qualitative Assessment | Support Requirements |
|  |  | Score = 0                              | Score = 1                                   | Score = 2  | Score = 3                |                        |                      |
| CSIP support in relation to support needs identified in the BEPP | Comprehensive CSIP in place for the metro.   | No evidence of fulfillment of          | Tangible evidence of                        | Tangible and complete                            | L2 plus exceeds          |                        |                      |
|  | A close match between gaps in the BEPP and Support Projects that have been requested by the metro, or CSIP projects that are offered to the metro. | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of | Tangible and complete evidence of fulfillment of | L2 plus exceeds standard |                        |                      |
|  | BEPP Support Total   |  |   |  |                          | 0                      |                      |

|  |                 |                           |                                  |              |                       |                |  | Component Scoring System               |  |   |                  |
|--|-----------------|---------------------------|----------------------------------|--------------|-----------------------|----------------|--|--|--|---|------------------|
|  |                 |                           |                                  |              |                       |                |  | tin                                    | silver   | gold  | platinum         |
|  |                 |                           |                                  |              |                       |                |  | Zero Fulfillment                       | Partial Fulfillment                                  | Fulfilled   | Exemplary        |
|  |                 |                           |                                  |              |                       |                |  | No evidence of fulfillment of standard | Tangible evidence of partial fulfillment of standard | Tangible & complete evidence of fulfillment of standard | Exceeds standard |
| BEPP Component   | Component Score | No. of Component Elements | Maximum Component Score Possible | Unweighted % | Component Weighting % | Weighted Score | Component Classification: tin / silver / gold / platinum | Level 0                                | Level 1  | Level 2   | Level 3          |
| Section A: Introduction                                | 0               | 3                         | 9                                | 0.0%         | 3                     | 0.0            | tin  | 0                                      | 1 - 3  | 4 - 6   | 7 - 9            |
| Section B: Spatial Planning and Project Prioritisation | 0               | 22                        | 66                               | 0.0%         | 25                    | 0.0            | tin  | 0                                      | 1 - 24   | 25 - 50   | 51 - 66          |
| Section C: Intergovernmental Project Pipeline          | 0               | 10                        | 30                               | 0.0%         | 30                    | 0.0            | tin  | 0                                      | 1 - 10   | 11 - 24   | 25 - 30          |
| Section D: Capital Funding                             | 0               | 6                         | 18                               | 0.0%         | 8                     | 0.0            | tin  | 0                                      | 1 - 8  | 9 - 14  | 15 - 18          |
| Section E: Implementation                              | 0               | 4                         | 12                               | 0.0%         | 10                    | 0.0            | tin  | 0                                      | 1 - 5  | 6 - 9   | 10 - 12          |
| Section F: Urban Management                            | 0               | 7                         | 21                               | 0.0%         | 12                    | 0.0            | tin  | 0                                      | 1 - 7  | 8 - 16  | 17 - 21          |
| Section G: Institutional Arrangements & Operating      | 0               | 3                         | 9                                | 0.0%         | 7                     | 0.0            | tin  | 0                                      | 1 - 3  | 4 - 6   | 7 - 9            |
| Evaluation   | 0               | 6                         | 18                               | 0.0%         | 5                     | 0.0            | tin  | 0                                      | 1 - 8  | 9 - 14  | 15 - 18          |
| <b>Total Score</b>                                     | <b>0</b>        | <b>61</b>                 | <b>183</b>                       | <b>0.0%</b>  | <b>100</b>            | <b>0.0</b>     | <b>tin</b>   | <b>0</b>                               | <b>1 - 40</b>  | <b>41 - 69</b>  | <b>70 - 100</b>  |